

Socio-demographic Predictors of Job Involvement of Rice Mill Workers in Abakaliki, Ebonyi State, Nigeria

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ABSTRACT

This survey examines the socio-demographic predictors of job involvement of three hundred and thirty-nine rice mill workers in Abakaliki, Ebonyi State, Nigeria. The aim is to show how the basic socio-demographic elements correlate with job involvement thereby enhancing productivity. A sample of 301 (24.7%) participants was selected out of a population of 1217 workers using the Taro Yamane's formula. The stratified and simple random sampling techniques are used to select the respondents. Data are generated through a 19-item structured questionnaire administered to the respondents. The Spearman Rank Order Correlation (Spearman rho) is used to test seven hypotheses in the study at 0.01 alpha levels. Anchored on Vroom's expectancy theory, the study presupposes that high job involvement occurs when workers expectations are met and low job involvement occurs when workers expectations are not met. Four socio-demographic variables (age, gender, marital status and job type) negatively correlate with job involvement, while the other three variables (education, tenure and pay/salary) positively correlate with job involvement. Finally, the study recommends that organisations, employers, or managers should earnestly target and promote job involvement by especially enhancing the education and salary of workers.

***Keywords:** Abakaliki Rice Mill, job involvement, socio-demographic predictors, rice mill workers*

INTRODUCTION

Rice is a staple food for most Nigerians and Africans. The "Abakaliki rice" has become popular in recent times, especially as the Nigerian government has made effort in recent times to improve on rice production by banning the importation of foreign rice into the country. The popularity of Abakaliki rice has grown beyond the shores of Nigeria, as the rice has dominated markets in other African countries and the world at large. The

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production of the Abakaliki rice involves different processes and types of workers who are involved in different ways. Even, some of these workers come to work in the rice mill from rural areas that are far from Abakaliki city, where the rice mill industry is situated. It is obvious that man must work to ensure his survival on earth. As a result, the modern world produces employees who are either given fully to their work or who do not take their work serious. Two dimensions (psychological identification with work and the importance of work productivity or efficiency to individual self-esteem) constitute the main theoretical conceptualisation of job involvement used in several studies. Job involvement (JI) describes the attitudes, feelings, and beliefs an individual holds regarding his job. It is defined as the extent to which one identifies psychologically with one's work (Kanungo, 1979, 1982), and is seen as opposite of perception of alienation (Argyris, 1964; Kanungo, 1982).

Furthermore, Kanungo (1982) submits that highly job involved people genuinely care for and are concerned about their work. Hirschfeld and Field (2000) posited that job involvement refers to how people perceive their jobs in relation to (i) the working environment, (ii) the job itself, and (iii) how their work and life are integrated. Emery and Barker (2007) posit that employees' psychological identification with a specific job depends on the extent of their needs and their perceptions of the potential of the job to satisfy them. The underlying argument is that one is either psychologically absorbed in one's job or psychologically detached from the job, and that a job must satisfy the needs of an individual worker in order to make the worker involved in such job. Emphasis is thus placed on the need-satisfying aspects of the job as basic requirements for job involvement.

A job involved person is one whose work situation is an integral and important part of his life. Such identification with work is structured by the experience of job conditions as permitting the satisfaction of important needs (Mgbe, 1994). People are said to be involved in their jobs when they are highly motivated, feel a sense of solidarity with the enterprise and feel a sense of pride from their work (Eze, 1995). An individual with a high degree of job involvement would place the job at the centre of his/her life's interests, whereas an individual with a low degree of job involvement would place other things other than their jobs at the centre of his/her life.

In fact, employees with high job involvement enthusiastically take part in the job related matters (Allport, 1943), recognise performance as main feature of their self-worth (Gurin, Veroff, and Feld, 1960), assign importance to their jobs as most important and significant part in life (Dubin, 1956; Lawler and Hall, 1970; Blau, 1985), see their jobs as being important to their self-image (Lodahl and Kejner, 1965; Kanungo, 1982), and are ego-involved in their work (Muchinsky, 1990). Implicitly, job

involvement has major impact on productivity and efficiency of employee and work as well has vital role in increasing job involvement of individual if it plays significant role in the life of employee (Probst and Tahira, 2000). Also, job involvement is a significant key factor for creating and increasing motivation of employees in view of organisation and motivation play important role in productivity and performance of individual (Lawler, 1986). However, Cohen (1999) did not find any evidence of a strong relationship between job involvement and performance.

As averred by Hirschfeld and Field (2000), low job involvement contributes to employees' feelings of alienation of purpose, alienation in the organization, or feeling of separation between what the employees see as their "life" and the job they do. Thus, work alienation and job involvement are correlated with one another (Clark, 1959; Seeman, 1959; Lawler and Hall, 1970; Kanungo, 1979; Nichols and Sabin, 1982). Job involvement has negative effect on organisational performance and productivity, including aggression amongst individuals and groups, employee burnout, low productivity, tendency to expend little energy, working for external or instrumental rewards (salary), turnover intentions or likelihood to quit the jobs, employee dissatisfaction, low worker commitment, absenteeism, employee sabotage and theft (Freudenberger, 1980; Agarawal, 1993; Abraham, 2000; Dimitriades, 2007; Hodson and Sullivan, 2011).

Job involvement is a crucial work attitude or behaviour, which has received considerable attention in social science literature, especially in Sociology and Psychology (Dubin, 1956; Vroom, 1962; Lodahl and Kejner, 1965; Lawler and Hall, 1970; Muchinsky, 1990; Brown, 1996; Cohen, 1999; Srivastava, 2001; Ekmekçi, 2011; Toga, 2011; Aderibigbe, Igboanusi and Gwaison, 2014). Importantly, job involvement is often seen as one of the forces or factors driving the overall performance of any organisation. However, job involvement varies according to individuals, groups, organisations and cultures (Ekmekçi, 2011). Thus, research (Abbott, White, and Charles, 2005) has always focused on the influence of this variation or difference on work attitude and behaviour. Brown (1996) opines that as job becomes an important aspect of one's life owing to the enormous time given to the job, one's entire life experience is mostly affected by one's degree of involvement in or alienation from work.

Job involvement and other work attitudes like alienation, job satisfaction, job commitment, workaholism, absenteeism, and turnover, among others, are influenced by and influence critical individual and organisational outcomes (Chughtai, 2008). These individual antecedents and organisational outcomes of job involvement are of interest to this present study. Thus, the study examines the relationship between socio-

demographic or individual variables and job involvement among workers in Abakaliki rice mill industry. Socio-demographic variables considered in this study include age, sex or gender, marital status, education, tenure of service, job types, and pay or monthly salary. Thus, the model for this study is represented below in Figure 1.

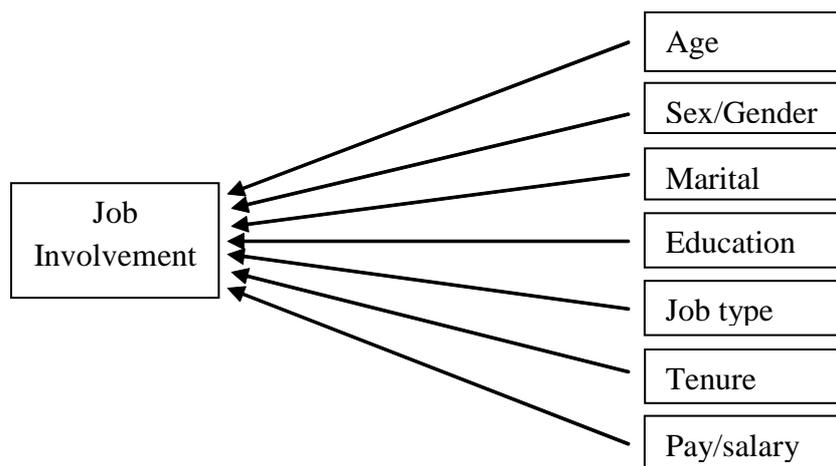


Figure 1: Model of Socio-demographic Predictors of Job Involvement of Rice Mill Workers
The aim of the study is to show how the basic socio-demographic elements correlate with job involvement thereby enhancing productivity. Based on the foregoing, this study hypothesises that:

- a. Age is positively correlated with job involvement.
- b. Gender or sex is positively correlated with job involvement.
- c. Marital status is positively correlated with job involvement.
- d. Education is positively correlated with job involvement.
- e. Tenure/length of service is positively correlated with job involvement.
- f. Job type is positively correlated with job involvement.
- g. Pay (Monthly salary) is positively correlated with job involvement.

Approches to Job Involvement

Job involvement is a key factor affecting critical individual and organisational outcomes (Chughtai, 2008). There are two main approaches to the study of job involvement: individual difference and job characteristics. The first approach views JI as occurring when the possession of certain needs, values or personal characteristics predispose individuals to become more or less involved in their jobs; the second approach views job involvement as a response to specific work situation characteristics (management's

policies), meaning that certain types of jobs or work situation characteristics influence the degree to which an individual becomes involved in his/her job (Lawler and Hall, 1970; Rabinowitz and Hall, 1977; Sekeran and Mowday, 1981; Munene and Azuka, 1991; Denhardt R. and Denhardt J., 2000; Chungtai, 2008; Liao and Lee, 2009).

Reflecting on the individual difference or characteristics, Liao and Lee (2009) aver that job involved individuals tend to attribute positive work outcomes to internal and personally controllable factors. Similarly, a study by Shih, Hsieh and Lin (2009) indicate that there is a significant relationship between self-efficacy and job involvement of internal auditors. Also, such individual characteristics as age, education, sex, tenure, need strength, level of control and values have been found to be linked to job involvement (Rabinowitz and Hall, 1977). Mroczek and Spiro (2005) find that married men have higher job involvement than their unmarried counterparts. Similarly, Tang (2007) reported that male and married people had higher income and higher quality of life, which are associated with job involvement.

Venakatachalam and Reddy (1996) examine the impact of job level, job tenure and type of organisation on job involvement and job satisfaction among employees working in three organisations: banks, schools, and government offices. Using analysis of variance to analyse the data obtained in this study, the results show significant influence on job level on job involvement. The type of organisations in which the employees are working significantly influenced their job satisfaction but did not significantly influence their work and job involvements. The results further reveal that job tenure does not show significant impact on job involvement, work involvement and job satisfaction.

Aderibigbe, Igboanusi and Gwaison (2014) investigated self-efficacy, meaning in life, education and age as predictors of job involvement among civil servants in Nigeria. Results of the study revealed that self-efficacy and meaning in life jointly predicted job involvement; meaning in life and self-efficacy independently predicted job involvement; and educational qualification and age jointly predicted job involvement. While age independently predicted job involvement, educational qualification did not. Consequently, this study conclude that self-efficacy, meaning in life and age are significant predictors of job involvement and recommends that directors and managers of work organizations should design effective manpower training programmes for the employees in order to enhance their levels of efficacy, perception of life and job involvement.

Job involvement is influenced by a variety of situational, organisational and job-related factors (Wright 2004, 2007; Pandey, Moynihan, and Wright 2008). Situational variables shown to be related to job involvement include a confident and trusting leader, participation in decision making, social contact and job satisfaction (Rabinowitz and Hall, 1977) and pressure for quality work (Lawler and Hall, 1970).

Also, job involvement has been related to job characteristics such as task autonomy, task significance, task identity, skill variety and feedback and supervisory behaviours such as leader consideration, participative decision making and amount of communication (Brown, 1996). Job involvement is very low among part time employees and research shows that job involvement in full time employees are higher than the part time or contractual employees (Martin and Hafer, 1995). Srivastava and Krishna (1992) compared the level of job involvement and mental health on employees in the private and public sector organization, and found that employees from private sector organisations were significantly more involved in their jobs as compared to public sector employees. Hackman and Oldham (1976, 1980) proposed in their Job Characteristics Model (JCM) that features of a job can affect the job involvement because these features may encourage the internal motivation of employees. In other words, goodness and significance of work play important role in the worth of employee due to internalisation of value through job involvement (Lodahl and Kejner, 1965).

Other researchers such as Lawler (1992) and Pfeffer (1994) also argued that through job design, job involvement could be increased. Employees with significantly high job involvement consider their job as playing an important role in their routine lives (Sonnetag and Krueger, 2006), meaning that job is more important for their lives than anything else. McKelvey and Sekaran (1977) consider personal attributes more relevant in predicting job involvement, but Newton and Keenan (1983) indicate that environmental variables can better predict job involvement. Resolving this seeming disagreement, Rabinowitz, Hall and Goodale (1977) posited that personal and environmental variables are equally important in explaining job involvement. In summary, an interaction between individual differences and situational characteristics has been shown to influence job involvement (Kanungo, 1982).

Overall, existing research assumes that higher job involvement is an inherently desirable attribute of employees (Mudrack, 2004). Moorhead and Griffin (1995) posited that job involvement might be derived from personal factors such as age and years of service; it might also be due to organisational elements, such as participation in decision making process and job security. In fact, job involvement is a function of individual differences and the work situations and thus can be influenced by socio-demographic and psychological variables (Aderibigbe, Igboanusi and Gwaison, 2014). Thus, demographic and work experience variables are expected to relate to job involvement. Positive relationships are expected with age, tenure, years in occupation, education, having children, and gender. In fact, the individual-work situation interaction has always been emphasised by scholars (Dubin, 1956; Vroom, 1962; Lodahl and Kejner, 1965; Lawler and Hall, 1970; Rabinowitz and Hall, 1977; Muchinsky, 1990).

THEORETICAL UNDERPINNING

This study is anchored on Vroom's (1964) expectancy or Valence, Instrumentality and Expectancy (VIE) theory states that what motivates people in any work situation or endeavour is what they expect at the end of that exercise. The basic idea behind this theory is that people are motivated by the belief that their decision/actions would lead to the outcome they desire (Redmond, 2010). It is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations.

The theory, according to Sookoo (2014), proposes that employees' expectations of the outcome of their performance influences their behaviour and attitudes at work, such as employee burn-out, work satisfaction, work involvement and employee alienation, among others. Expectancy theory claims that an individual will choose to perform or behave in a particular manner because of what they expect or anticipate. Therefore, since the expected result is what influences the individual's behaviour (Vroom, 1964), feeling of job involvement will increase if expectations are lower than the inducement provided by the organisation. On the other hand, when expectations are higher than the inducement provided by the organization, then feeling of alienation will increase and job involvement will decrease.

Alternatively, when workers' expectations are disconfirmed in the workplace, poor work outcomes such as alienation (Korman, Wittig-Berman and Lang, 1981), low job involvement (Riipen, 1997), burnout (Freudenberger, 1980) and disillusion (Sarason, 1977) become the results. In particular, it is argued that employees are more involved in their jobs when their needs are fulfilled as a result of the congruence between job expectations and the job itself (Blauner, 1964; Finifter, 1972; Kanungo, 1979; Riipen, 1997). As averred by Sookoo (2014), workers enter the workplace with expectations, and confirmation or disconfirmation of their expectancies can determine alienation and job involvement. Workers expect a good salary, well-equipped offices, work security, good working conditions, recognition, autonomy, expression, diversity, responsibility, and fair distribution of rewards, participation in reaching decisions, among others. So, low job involvement will likely set in when these expectations are unmet. However, when employees believe they are treated fairly in each aspect, they are predisposed to demonstrate more positive attitudes and behaviours, such as satisfaction, high job involvement, commitment, performance, productivity and so on. Arising from the foregoing theoretical underpinning, it is obvious that workers expect: to be paid well in order to meet up with their personal needs, work in conducive environment, be fairly treated by management and co-workers,

have control or autonomy and responsibility, be promoted as at when due, and encounter well-enriched jobs in order to have the opportunity of using their abilities and increasing their control and responsibility (Hackman and Oldham, 1976; Bakker and Demerouti, 2008; Raza and Nawaz, 2011). Expectedly, low job involvement results when these expectations are not met and high job involvement increases if expectations are met.

METHOD

This survey-based study examines the socio-demographic factors or variables associated with job involvement among rice mill workers in Abakaliki in Ebonyi State of Nigeria. In fact, it was carried out in the Rice Mill Company Nigeria Limited (otherwise popularly called Abakaliki Rice Mill), which is situated in Ebonyi State, Nigeria. The Abakaliki Rice Mill is located at 50 Old Ogoja Road, Rice Mill Industrial Area, Abakaliki, Ebonyi, Nigeria. Established in 1964, the 100 percent private sector-driven mill, boasts of numerous workers comprising of rice millers, rice blowers, rice blenders, rice de-stoners, dust/rice husk carriers, bag stitchers, barrow pushers, loaders, off-loaders, vehicle owners/drivers, and mammy market traders, among others. The mill boasts of over 2,500 rice milling machines and a sizeable production capacity per day. In fact, Abakaliki rice production has added to the popularity of Ebonyi State the world over, as rice produced in Ebonyi State is consumed in the State, other parts of Nigeria, and outside Nigeria.

Originally, 301 (24.7%) participants were selected out of a population of 1217 workers using the Taro Yamane's formula, which, according to Chukwuemeka E. and Chukwuemeka N. (2012), is represented thus: $n = \frac{N}{1 + N(e)^2}$; where n = sample size sought, N = population size, and e = level of significance. 62 (20.6%) copies of the questionnaire were either discarded for incomplete filling or not returned. Finally, 239 (79.4%) rice mill workers in Abakaliki Rice Mill Industry participated in the study. This sample is commendable because it is even above the recommendation of Mugenda O. and Mugenda A. (2003), who suggest that 10% of the target population is a good representation of the study. The stratified and simple random sampling techniques were used to select the groups or respondents used in the study. Respondents were stratified based on work types only, such as Management, Security, Works/Operations (crushing, de-stoning, bagging, haulage among others), and Account; and later selected randomly. In particular, the stratified sampling technique was chosen because of the heterogeneous (consisting of different units or departments) nature of the population; it ensured that all the units/departments were represented.

A 19-item structured questionnaire was used as the primary source of data used for the study. As observed by Sutrisna (2009), the use of questionnaire is appropriate for collection of pieces of information which are not directly observable due to feelings, motivations; attitudes, accomplishments as well as experiences of individuals. The use of questionnaire as a primary source of data in this study helped the researcher to easily reach a relatively large number of respondents. The questionnaire was made up of two sections. Section “A” covers the socio-demographic data of the respondents. Section “B” comprises items or instruments measuring job involvement. The questionnaire was administered through ‘pick and drop’ method. The researcher and two trained research assistants visited the selected respondents in their respective workplaces and personally administered the questionnaire to them. Respondents who had the time filled the questionnaire on the spot, while those who did not have the time at the moment collected the questionnaire, filled and returned it at a mutually agreed date and time. Also, the researchers/research assistants assisted those who were not literate or knowledgeable enough to fill or complete the questionnaire. Participation in this survey was completely voluntary. Job Involvement Scale (JIS) was measured with Kanungo’s (1982) 10-item Job Involvement Questionnaire (JIQ). Measured on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree), sample items for Kanungo’s JIQ include: “The most important things that happen to me involve my present job” and “I live, eat, and breathe my job”. Kanungo’s JIQ scale has been called “the clearest and most precise conceptualization of job involvement” (Brown, 1996). It has shown an inter-item consistency ranging from .74 to .90 (Blau, 1985; Elloy, Everett and Flynn, 1995); discriminant validity against related constructs (Blau, 1985, 1986; Blau and Boal, 1987; Brooke, Russell and Price, 1988); and convergent validity with the Lodahl and Kejner (1965) scale and pictorial and semantic-differential measures (Kanungo, 1982).

Kanungo’s JIQ scale has a uni-dimensional variable yielding a Cronbach Alpha coefficient of 0.81 and has reasonably high levels of internal consistency, test-retest reliability and validity. Test-retest coefficients of respectively 0.74, 0.85 and 0.82 and both convergent and discriminant validity are reported (Kanungo 1982b). The Principal Factor Analysis carried out in another study indicated a one-factor solution with the scale having a Cronbach Alpha coefficient of 0.88 (van Wyk, 1998). Based on the foregoing, Kanungo’s JIQ is adjudged as valid and reliable, and thus adopted in this study. Data used in the study were analysed using both descriptive and inferential statistics. The descriptive statistics (mainly frequency tables, percentages, and charts) were used to present and analyse the socio-demographic data of respondents. On the other hand, the Spearman Rank Order Correlation Coefficient (Spearman rho) was

used as the statistical tool to test hypotheses and draw inferences in this study.

RESULTS AND DISCUSSION

Respondents' Socio-Demographic Data: Table 1 shows the socio-demographic characteristics of respondents used in the study. It reveals that 49.4% were aged between 18-37 years, 45.2% were aged 38-57 years, and only 5.4% were aged 58-77 years (and no worker was more than 77 years of age); 50.2% males and 49.8% females; 56.9% were married; 41.4% were single; 0.8% were divorced, 0.4% were separated, and 0.4% were also widowed; 41.0% had secondary school education, 30.5% had primary school education, 19.7% did not have formal education at all, 8.8% had tertiary education. 41.8% had spent between 1-4 years in the industry, 29.3% had spent 5 and above years in the industry, and 28.9% had spent less than 1 year in the industry; 81.2% worked in work/operation unit, 7.9% of the respondents were managers, 7.1% were security men, and only 3.8% were account or finance officers (work/operations unit include such activities as engine operation, rice crushing, loading/hauling, bagging, de-stoning etc.); and 43.5% of the respondents earned a monthly income of between N20000 and N59000, 35.6% earned an income less than N20000, 11.3% earned between N60000 and N99000, and 9.6% earned N100000 and above.

Respondents' Opinions on Job Involvement: Kanungo's (1982) ten-item scale was used in measuring job involvement of rice mill workers in Abakaliki. Results shown in Table 2 reveal that 18.0 percent did not accept their job as the most important thing that has happened to them, 58.2 percent accepted their job as the most important thing that has happened to them, and 23.8 percent were neutral on the issue; 50.6 percent did not see their job as only a small part of who they are, 27.2 percent saw their job as only a small part of who they are, and 22.2 percent were neutral on the issue; 7.1 percent admitted that they were not personally involved in their job, 87.9 percent admitted that they were personally involved in their job, and 5.0 percent were silent on the issue; 9.2 percent did not accept that they live or eat and breathe their job, 72.0 percent accepted that they live, eat and breathe their job, and 18.8 percent were silent over the issue; 42.7 percent were of the view that their interest is not centred on their job, 30.9 percent were of the view that their interest is centred on their job, and 26.4 percent were neutral on the issue; 32.7 percent did not have very strong ties with their present job which would be very difficult to break, 41.8 percent had very strong ties with their present job which would be very difficult to break, and 25.5 percent were neutral on the issue; 63.6 percent did not usually feel detached from their job,

21.4 percent usually felt detached from their job, and 15.1 percent were neutral on the issue; 57.3 percent were of the view that most of their personal life goals are not job-oriented, 26.4 percent were of the view that most of their personal life goals are job-oriented, and 16.3 were silent on the issue; 23.8 percent did not consider their job to be very central to their existence, 58.6 percent considered their job to be very central to their existence, and 17.6 percent were neutral on the issue; and 20.5 percent did not like to be absorbed in their job most of the time, 65.7 percent liked to be absorbed in their job most of the time, and 13.8 percent were neutral on the issue.

The first hypothesis, which states that age is positively correlated with job involvement of rice mill workers in Abakaliki of Ebonyi State, was rejected. The result of the test shows that age is negatively and insignificantly (and not positively) correlated with job involvement. This implies that the more one is advanced in age, the less involved one is in his/her job. In other words, workers who are young are more involved than those who are aged. This study does not support the finding of Rabinowitz and Hall (1977) that age is linked to job involvement. The second hypothesis, which states that gender or sex is positively correlated with job involvement, was also rejected. The result of the test shows that gender is negatively and insignificantly (and not positively) correlated with job involvement. It does not matter if a worker is a male or female; both sexes show similar involvement in their jobs. This study does not support the finding of Rabinowitz and Hall (1977) that sex is linked to job involvement, and that of Tang (2007) that male workers have higher job involvement than their female workers.

The third hypothesis, which states that marital status is positively correlated with job involvement, was rejected. Result shows that the correlation between marital status and job involvement is negatively and insignificantly (and not positively) correlated with job involvement, to the extent that workers who are married are not more involved in the jobs than their counterparts who are still single. In other words, both the married and the single have similar degree of job involvement. This finding does not support the findings of Mroczek and Spiro (2005) and Tang (2007) that married men have higher job involvement than their unmarried counterparts. The fourth hypothesis, which states that education is positively correlated with job involvement, was accepted. Result shows that education is positively correlated with job involvement, to the extent that workers who have increased education are also highly involved in the jobs. This study is *in tandem* with the finding of Rabinowitz and Hall (1977) that education is linked to job involvement. This finding shows that education is an important instrument needed for organisational success and performance. Therefore, organisations should ensure that their employees are regularly dated with new skills and ideas through appropriate training and development packages.

The fifth hypothesis, which states that tenure/length of service is positively correlated with job involvement, was accepted or confirmed. Result shows that length of service is positively (and significantly) correlated with job involvement, to the extent that workers who have spent quite some reasonable years in the job are more involved in their jobs than those who are still new in the job. In other words, job involvement increases as the individual worker spend more years in the organisation. This finding agrees with the studies of Rabinowitz and Hall (1977); Allen and Meyer (1993) which found that tenure is positively related with job involvement and organizational commitment, but did not agree with the studies of Venakatachalam and Reddy (1996) and Ekmekçi's (2011) which did not support that the hypothesis that the individual becomes more committed or involved in their jobs as the number of years spent in the organisation increases. The sixth hypothesis, which states that job type is positively correlated with job involvement, was rejected. Result shows that job type is negatively and insignificantly (and not positively) correlated with job involvement. This means that job involvement is not determined by the type or nature of work one does in the organisation. It really does not matter if one works as a manager, machine operator, de-stoner, bagger, or accountant; these categories of workers are involved in their jobs in the same manner. Lastly, the seventh hypothesis, which states that pay (monthly salary) is positively correlated with job involvement, was accepted or confirmed. Result shows that pay or salary is positively (but not significantly) correlated with job involvement, to the extent that workers who have increased salary or pay are highly involved in the jobs than their counterparts whose salary is low.

Table 1: Socio-demographic Data

Socio-demographics	Categories	Frequency	Percentage
Age	18-37 years	118	49.4
	38-57 years	108	45.2
	58-77 years	13	5.4
	Total	239	100.0
Gender	Male	120	50.2
	Female	119	49.8
	Total	239	100.0
Marital Status	Single	99	41.4
	Married	136	56.9
	Divorced	2	.8
	Separated	1	.4
	Widowed	1	.4
	Total	239	100.0

Educational Level	No formal education	47	19.7
	Primary	73	30.5
	Secondary	98	41.0
	Tertiary	21	8.8
	Total	239	100.0
Tenure/Length of Service	Less than 1 year	69	28.9
	1- 4 years	100	41.8
	5 years and above	70	29.3
	Total	239	100.0
Job Type	Management	19	7.9
	Security	17	7.1
	Works/Operations	194	81.2
	Account/Finance	9	3.8
	Total	239	100.0
Monthly Salary	Less than# 20,000	85	35.6
	#20,000 to# 59,000	104	43.5
	#60,000 to #99,000	27	11.3
	#100,000 and above	23	9.6
	Total	239	100.0

Source: Field Survey, 2017

Table 2: Respondents' Opinion on Job Involvement Scale (JIS)

Job Involvement	n	SD N (%)	D N (%)	N N (%)	A N (%)	SA N (%)	GR
The most important things that happen to me involve my present job	239	17(7.1)	26(10.9)	57(23.8)	108(45.2)	31(13.0)	Agreed
To me, my job is only a small part of who I am	239	26(10.9)	95(39.7)	53(22.2)	58(24.3)	7(2.9)	Disagreed
I am very much involved personally in my job	239	2(0.8)	15(6.3)	12(5.0)	182(76.2)	28(11.7)	Agreed
I live, eat, and breathe my job	239	10(4.2)	12(5.0)	45(18.8)	144(60.3)	28(11.7)	Agreed
Most of my interests are centred around my job	239	32(13.4)	70(29.3)	63(26.4)	62(25.9)	12(5.0)	Disagreed
I have very strong ties with my present job which would be very difficult to break	239	26(10.9)	52(21.8)	61(25.5)	81(33.9)	19(7.9)	Agreed
Usually I feel detached from my job	239	34(14.2)	118(49.4)	36(15.1)	36(15.1)	15(6.3)	Disagreed
Most of my personal life goals are job-oriented	239	27(11.3)	110(46.0)	39(16.3)	53(22.2)	10 (4.2)	Disagreed
I consider my job to be very central to my existence	239	11(4.6)	46(19.2)	42(17.6)	120(50.2)	20(8.4)	Agreed
I like to be absorbed in my job most of the time	239	12(5.0)	37(15.5)	33(13.8)	137(57.3)	20(8.4)	Agreed

Note: n = Number of Respondents; Sd = Strongly Disagree; D = Disagree; N = Neutral;

A = Agree; SA = Strongly Agree

GR = General Remarks. **Source:** Field Survey, 2017

Table 3: Summary of Hypotheses Testing

Hypotheses	Variables	Statistical Test	Sig. (2-tailed)	Status of Correlation	Status of Hypothesis
H1	Age and Job Involvement	Spearman rho	-.186**	Negative (and significant)	Rejected
H2	Gender and Job Involvement	Spearman rho	-.041	Negative (and insignificant)	Rejected
H3	Marital status and Job Involvement	Spearman rho	-.081	Negative (and insignificant)	Rejected
H4	Education and Job Involvement	Spearman rho	.143*	Positive (and significant)	Confirmed or accepted
H5	Tenure and Job Involvement	Spearman rho	.174**	Positive (and significant)	Confirmed or accepted
H6	Job Type and Job Involvement	Spearman rho	-.039	Negative (and insignificant)	Rejected
H7	Pay and Job Involvement	Spearman rho	.344	Positive (but insignificant)	Confirmed or accepted

Note: *. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher's Fieldwork, 2017.

CONCLUSION AND RECOMMENDATIONS

This survey-based study examined socio-demographic factors or variables associated with job involvement of rice mill workers in Abakaliki, Ebonyi State, Nigeria. Evidently, some socio-demographic variables are correlated with job involvement among rice mill workers in Abakaliki, Ebonyi State. Four socio-demographic variables (age, gender, marital status and job type) negatively correlated with job involvement, while the other three variables (education, tenure and pay/salary) positively correlated with job involvement. Based on these findings, it is suggested that organisations, employers, or managers should earnestly target and promote job involvement by especially enhancing the education and salary of workers.

Fostering job involvement is an important organisational objective because many researchers consider it to be a primary determinant of organisational effectiveness (Pfeffer, 1994), professional growth, individual motivation and satisfaction (Lawler and Hall, 1970; Hackman and Lawler, 1971; Kahn, 1990). These links stem from the theoretical notion that being immersed in one's work increases motivational processes which in turn influences job performance and other relevant outcomes like turnover and absenteeism (Diefendorff, Brown, Kamin, and Lord, 2002). As contended by Brown (1996), "increasing job involvement can enhance organisational effectiveness and productivity by engaging employees more completely in their work and making

work a more meaningful and fulfilling experience”. Therefore, management should understand the importance of job involvement because it is most important and essential component of work behaviour among the workforce as prior research proved this phenomenon (Manojlovich, Laschinger, and Heather, 2002; Soong, 2000). In all, effective and proactive human resource management is needed to enhance workers’ involvement towards organisational success and productivity.

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